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管理学精选教材·双语注释版

〔美〕 罗纳德·B．阿德勒（Ronald B. Adler）
珍妮·马夸特·埃尔霍斯特（Jeanne Marquardt Elmhorst） 著
张莉 译注

商务沟通

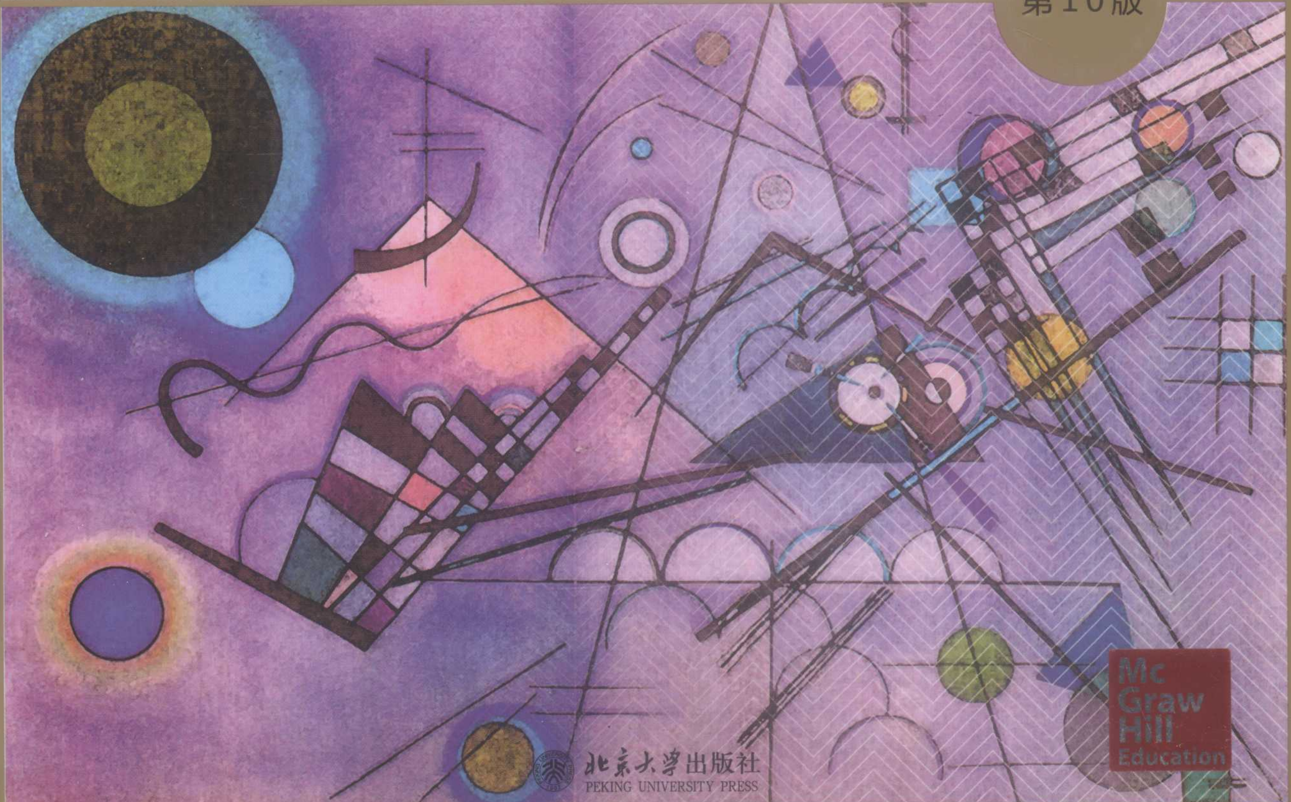
原理与实践

COMMUNICATING AT WORK

PRINCIPLES AND PRACTICES FOR BUSINESS AND THE PROFESSIONS

10E

第10版



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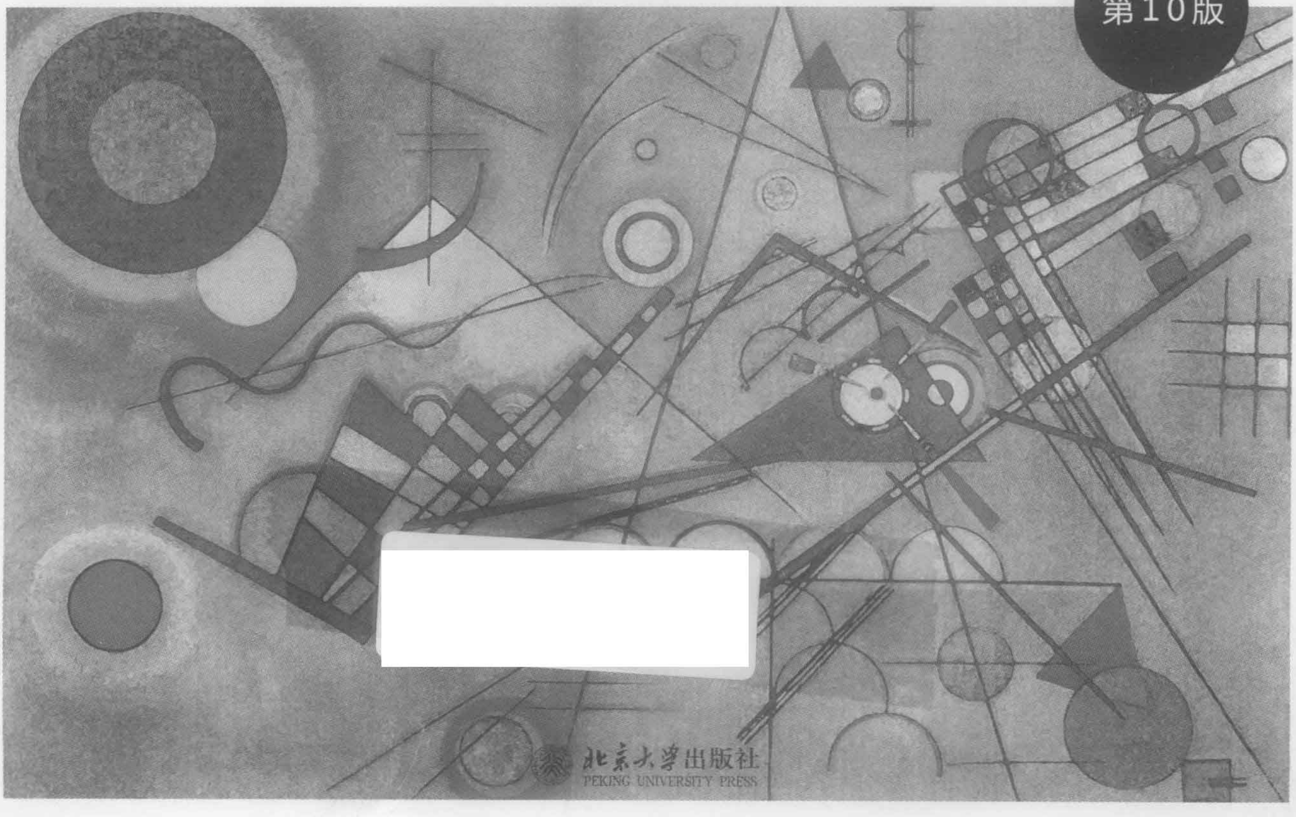

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出版者序

作为一家致力于出版和传承经典、与国际接轨的大学出版社，北京大学出版社历来重视国际经典教材，尤其是经管类经典教材的引进和出版。自2003年起，我们与圣智、培生、麦格劳-希尔、约翰-威利等国际著名教育出版机构合作，精选并引进了一大批经济管理类的国际优秀教材。其中，很多图书已经改版多次，得到了广大读者的认可和好评，成为国内市面上的经典。例如，我们引进的世界上最流行的经济学教科书——曼昆的《经济学原理》，已经成为国内最受欢迎、使用面最广的经济学经典教材。

呈现在您面前的这套“引进版精选教材”，是主要面向国内经济管理类各专业本科生、研究生的教材系列。经过多年的沉淀和累积、吐故和纳新，本丛书在各方面正逐步趋于完善：在学科范围上，扩展为“经济学精选教材”、“金融学精选教材”、“国际商务精选教材”、“管理学精选教材”、“会计学精选教材”、“营销学精选教材”、“人力资源管理精选教材”七个子系列；在课程类型上，基本涵盖了经管类各专业的主修课程，并延伸到不少国内缺乏教材的前沿和分支领域；即便针对同一门课程，也有多本教材入选，或难易程度不同，或理论和实践各有侧重，从而为师生提供了更多的选择。同时，我们在出版形式上也进行了一些探索和创新。例如，为了满足国内双语教学的需要，我们改变了影印版图书之前的单纯影印形式，而是在此基础上，由资深授课教师根据该课程的重点，添加重要术语和重要结论的中文注释，使之成为双语注释版。此次，我们更新了丛书的封面和开本，将其以全新的面貌呈现给广大读者。希望这些内容和形式上的改进，能够为教师授课和学生学习提供便利。

在本丛书的出版过程中，我们得到了国际教育出版机构同行们在版权方面的协助和教辅材料方面的支持。国内诸多著名高校的专家学者、一线教师，更是在繁重的教学和科研任务之余，为我们承担了图书的推荐和评审工作；正是每一位评审者的国

际化视野、专业眼光和奉献精神，才使得本丛书聚木成林，积沙成滩，汇流成海。此外，来自广大读者的反馈既是对我们莫大的肯定和鼓舞，也总能让我们找到提升的空间。本丛书凝聚了上述各方的心血和智慧，在此，谨对他们的热忱帮助和卓越贡献深表谢意！

“千淘万漉虽辛苦，吹尽狂沙始到金。”在图书市场竞争日趋激烈的今天，北京大学出版社始终秉承“教材优先，学术为本”的宗旨，把精品教材的建设作为一项长期的事业。尽管其中会有探索，有坚持，有舍弃，但我们深信，经典必将长远传承，并历久弥新。我们的事业也需要您的热情参与！在此，诚邀各位专家学者和一线教师为我们推荐优秀的经济管理图书（em@pup.cn），并期待来自广大读者的批评和建议。您的需要始终是我们为之努力的目标方向，您的支持是激励我们不断前行的动力源泉！让我们共同引进经典，传播智慧，为提升中国经济管理教育的国际化水平做出贡献！

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关于本书

适用对象

本书适合作为本科生的管理沟通、商务写作、商务演讲等课程的教材，也可作为希望提升自身商务沟通能力的读者的自学用书。

内容简介

这是一本简明、实用的商务沟通教材。本书紧密围绕日常工作中的具体沟通情境，生动、形象地展现了诸如面试、会议和演讲等不同主题下的沟通理论和实践技巧。

本书首先介绍了商务沟通的基本类型和构成要素，在此基础上，根据沟通目标的不同，进一步分情境地介绍了不同主题下的沟通方法和特点，这一思路有助于学生更系统性地理解多样化的沟通模式。

主要特色

- 扎根于真实的商务沟通场景。这为读者理解书中的核心概念和原理提供了现实基础。
- 注重人际沟通技巧。本书对于在何时以及怎样使用电子邮件、即时信息、视频会议、演示软件和其他技术手段方面提供了丰富而实用的建议。
- 充分地考虑了商务沟通的多样性。帮助读者掌握与拥有不同文化背景的人群沟通的方式和技巧。
- 讨论了与道德相关的沟通问题。帮助读者了解可能出现的与道德相关的沟通问题，以及如何在双方道德观相互冲突的基础上实现沟通目标。

本版更新

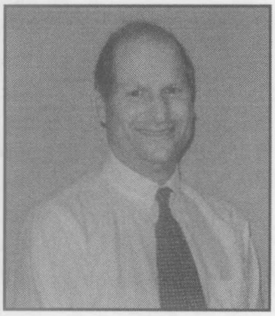
- 对全书结构进行了重新编排，更加简洁、有效地表达本书思想。例如，对第 13 章的结构进行了调整，使其同时包含了信息型、劝说型和特殊场合演讲；在附录Ⅱ中添加了由真实对话转录的信息型和劝说型演讲的案例。
- 扩展了全书主题的讨论范围。增加了对非正式性沟通、跨文化沟通、非语言沟通等多元化主题的讨论。
- 新增了“技巧提示”专栏。帮助读者更好地应用不同的沟通工具，例如博客、即时信息、商务信函等来实现其沟通目标。
- 新增了“案例研究”专栏。每一章都通过对真实案例的讨论，向读者展现沟通中的出色表现以及各种失误，帮助读者更好地理解书中讲授的原理，并将其应用到实践中。

教辅资源

- 测试题库
- 视频片段、商务文件模板
- 教学 PPT

教师请填写并反馈本书最后的《教师反馈表》，以免费获得相关教辅资源。

about the authors



Ronald B. Adler is professor emeritus at Santa Barbara City College. Throughout his career, he has specialized in the study of organizational and interpersonal communication. He is the author of *Confidence in Communication: A Guide to Assertive and Social Skills* and coauthor of *Understanding Human Communication, Interplay: The Process of Interpersonal Communication* as well as the widely used text *Looking Out/Looking In*. Professor Adler is a consultant for a number of corporate, professional, and government clients and leads workshops in such areas as conflict resolution, presentational speaking, team building, and interviewing.

Jeanne Marquardt Elmhorst is an instructor in communication studies at Central New Mexico Community College in Albuquerque, New Mexico. Her courses reflect the variety in the communication discipline: business and professional, public speaking, listening, intercultural, and interpersonal. Jeanne lived and taught in Asia for three years and continues to find opportunities to travel, study, and volunteer in other countries. She enjoys designing and presenting communication training for business and not-for-profit clients.

preface

Some courses (and textbooks) are easily forgettable. Once the final exam is over, memories of the course fade quickly. But a few academic experiences are different: Lessons learned are transformative, making a difference for the rest of the student's life.

Our goal in writing *Communicating at Work* has been to help put the business and professional communication course in the second category. This book aims to give students insights and tools that will help them achieve their career goals more ethically and effectively, and contribute to the success of the enterprises they undertake. If we've done our jobs, the information in this book will benefit readers long after their class has finished.

While *Communicating at Work* is clearly a university-level textbook, it contains information that can help all career-minded readers. Novices to the business world will be introduced to skills they will need for on-the-job success. Readers who have ample job experience but recognize that there is always potential for communicating more effectively will also find useful tips and tools.

What's Familiar

The tenth edition of *Communicating at Work* retains the approach that has made it a perennial market leader. Most important is a practical, real-world focus: Every page contains useful information, advice, and examples on how to communicate successfully. Extensive coverage of communication technology offers insights on when and how to use a multitude of electronic channels, along with more traditional ones. Thorough attention to workplace diversity helps readers communicate with others from different backgrounds and choose approaches that work for everyone involved. Finally, an emphasis on ethical communication discusses how communicators can achieve their goals in a way that doesn't compromise moral integrity. All of this material is presented in a no-nonsense writing style and packaged in an inviting design that aims to capture the sophistication of today's workplace.

New to This Edition

Several new features enhance the timeliness and effectiveness of this edition:

- **More concise, efficient organizational plan.** A new, condensed chapter lineup makes it easier to cover material within an academic term, without sacrificing content. Chapter 13 now covers both informative and persuasive presentations, as well as guidelines for group and special occasion speaking. Annotated transcripts of sample informative and persuasive presentations are now accessible in Appendix II.
- **New *Technology Tip* sidebars.** These boxes show readers how to use a variety of communication tools to achieve their goals. Topics include guidelines for advancing career goals using blogs, text and instant messaging, and creating an electronic portfolio, tips for working in virtual teams, and managing conflicts in cyberspace.

- **New *Case Study* sidebars.** Appearing in every chapter, these boxes describe both the communication triumphs and blunders of real-life business and professional communicators. Critical Analysis questions following each case help students analyze communication principles and apply insights to their own lives.
- **Expanded coverage of important topics.** These include informal communication networks, how cultural differences affect communication, the appropriate uses of both mindful and "mindless" listening, strategies for addressing sexual harassment, and advice for communicating with diverse audiences.
- **New pedagogy and resources.** End-of-chapter Review Points summarize key elements clearly and efficiently. Thoroughly updated Instructor's Resource Manual provides tools to make teaching more efficient and learning more effective. Expanded Online Learning Center (OLC) provides a wealth of new web-based information, readings, and study aids that enhance student success.
- **Sample Speech Appendix (Appendix I).** Appendix I now contains annotated samples of both informative and persuasive presentations.
- **Updated Business Writing Appendix (Appendix II).** Appendix II has been updated to reflect changes in how business documents are created and shared in an era when electronic communication is becoming the norm.

Resources for Instructors and Students

An array of resources makes teaching and learning both more efficient and effective.

The Online Learning Center at **www.mhhe.com/adler10e** provides instructors with downloadable supplements and provides students with learning tools to help them master course concepts. It includes an updated Instructor's Manual, Resource Integrator, and Test Bank and PowerPoint slides for instructors. The student side includes self-quizzes, videos, business document templates, a PowerPoint tutorial, and glossary flash cards.

Communication Concepts video, available on the book's Web site, provides scenarios of common types of business and professional interaction for analysis.

Tegrity Campus

Tegrity Campus is a service that makes class time available all the time by automatically capturing every lecture in a searchable format for students to review when they study and complete assignments. With a simple one-click start and stop process, you can capture all computer screens and corresponding audio. Students replay any part of any class with easy-to-use browser-based viewing on a PC or Mac.

Educators know that the more students can see, hear, and experience class resources, the better they learn. With Tegrity Campus, students quickly recall key moments by using Tegrity Campus's unique search feature. This search helps students efficiently find what they need, when they need it across an entire semester of class recordings. Help turn all your students' study time into learning moments immediately supported by your lecture.

To learn more about Tegrity watch a two minute Flash demo at **http://tegritycampus.mhhe.com.**

CourseSmart

CourseSmart is a new way for faculty to find and review eTextbooks. It's also a great option for students who are interested in accessing their course materials digitally and saving money. CourseSmart offers thousands of the most commonly adopted textbooks across hundreds of courses from a wide variety of higher education publishers. It is the only place for faculty to review and compare the full text of a textbook online, providing immediate access without the environmental impact of requesting a print exam copy. At CourseSmart, students can save up to 50% off the cost of a print book, reduce their impact on the environment, and gain access to powerful Web tools for learning including full text search, notes and highlighting, and e-mail tools for sharing notes between classmates.

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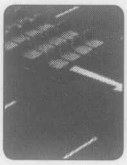

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